Rewarding, Recognizing, and Training Employees

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What Can You Do with a Reward and Recognition (R&R) Program?

- Optimize performance.

- Improve morale and job satisfaction.

- Deal with retention issues.

Where Does R&R Fit in the Overall Plan?

Think of R&R as

* An element of the total compensation program.

* A way to celebrate past successes and encourage future ones.

* A lever to to create a more positive work environment.

What Do You Want to Recognize?

Almost anything you can think off:

- One-time or sustained achievements.

- Service.

- Safety.

- Process improvements.

- Quality assurance.

- Just surviving.

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What Do You Need for an R&R Program?

- Paper for certificates.

- Mementos for symbolism.

- Money for impact.

- Commitment to make it happen.

- Imagination for the rest.

What Are Some Ways to Recognize an Employee or a Work Group?

- Don't forget to say "thank you"—often and in public.

- Appeal to the primal urges—feed the group!

  - Bagels for AM meetings, cookies for PM meetings.

  - JPL has pizza coupons, good for $7 per person.

More Ways to Recognize. . . . .

- Offer certificates—company wide and work group specific.

  - Customize your own:

    - "Freedom from Error" Award

    - "Exceptional Courage" Award (see next page)

  - JPL has STARs (Special Thanks and Recognition).

  - NASA has Honor Awards.

- Offer plaques.

- Offer mementos—pins, jewelry, pen sets, clocks—for years of service.

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More Ways to Recognize. . . . .

- Give dollars—more or less, depending on scope of accomplishment.

  - JPL $ awards range from $100 gift vouchers to $3500 individual bonuses and $4000+ team awards.

- Give trips—as part of "spaceflight awareness," NASA offers paid trips to view a Shuttle launch.

- Participate in external competitions, such as Society for Technical Communication–sponsored events.

How Well Do I "Walk the Talk"?

- In the last year, I've recognized 30 individuals with a total of 27 awards

  (6 for teams), worth around $12,000.

Training

Why Do You Need to Train?

- Survive.

- Update and renew skills.

- Keep up with new technology.

- Keep up with customers who have new technology.

- Enhance employee value to organization.

- Enhance employee value in the marketplace.

- Help someone down a career path.

Training (cont.)

What Needs to Be Taught?

Core Skills

- Computer—Word, PowerPoint, FrameMaker, PageMaker, Photoshop, Illustrator, InDesign, HTML, JavaScript, Flash, file transfer/management.

- Task management—cost estimating/tracking, scheduling, coordination.

- Customer service.

- Teaming skills.

- *Editing/writing?*

Training (cont.)

What Else Needs to Be Taught?

Institutional Requirements

- Ethics.

- IT security.

- ISO requirements.

- Anything else deemed important by upper management.

How Do You Deliver Training?

- Outside class—find a "certified" trainer.

- On-site class.

  - Bring in a trainer and deal with the logistics (entry pass, facility, computer setup. . . .).

  - Use in-house training specialists.

  - Employ your own work group experts.

- Self-training—use book, CD, video, web-based.

- On the job—where most people learn most of what they need to know.

How Do You Afford It?

- Budget for it.

- Beg, borrow, or . . . . it.

- Seize funding opportunities when they arise.

- Last resort—ask people to train on their own time.

How Well Do I "Walk the Talk"?

- During the last fiscal year, my group members averaged 36 hours of

  training each.

- The average cost per person was _____.

- JPL's goal was 40 hours per person.

How Well You Reward and Train Your People Will Help Determine

THE QUALITY OF YOUR ORGANIZATION